

CHAPTER II

ACADEMIC PROCEDURES

Guidance

The academic year consists of three trimesters, each about three months in length. While the ten-month academic year traditionally opens with a formal convocation in August and concludes with a graduation ceremony in June, a substantial number of U.S. Navy, and several other service and civilian students begin their year of studies in the winter or spring trimesters, which convene in November and March respectively. The order of the curriculum is as follows:

	College of Naval Warfare	College of Naval Command and Staff
August	NSDM	S&P
November	S&P	JMO
March	JMO	NSDM

Each of the three academic departments (JMO, S&P, and NSDM) delineates academic procedures peculiar to its course of instruction in the course syllabus. The course syllabus is issued prior to the semester in which the course is given, with the books and other study material provided for the course. The course syllabus is an excellent source of concentrated information and the student is strongly urged to read it closely.

The Naval War College *Research Guide/Style Manual and Security Classification* is an authoritative and comprehensive manual on the development of a paper from research. Format, documentation, and security classification are discussed with appropriate examples. This manual provides valuable guidance and should be consulted prior to commencing work on papers or reports. A copy is available in the reference section of the Library, and a copy is available online at <http://www.nwc.navy.mil/academics/>.

Comprehensive information regarding the Electives Program, as well as on-line enrollment procedures, can be found on the Naval War College website.

Seminar Group System

Each trimester's course of instruction uses the seminar as its principal learning forum. Seminars are usually no larger than 15 persons, and are organized by the academic departments for each trimester. Seminar size is optimal and is believed to be a key factor in the high quality of instruction. Reworking seminar assignments each trimester allows each department to

structure seminar groups to represent a cross section of talent and experience, as well as incorporating new students.

Seminar moderators serve as primary academic instructors and are the routine point of contact for the student on academic matters. The seminar also plays a role in the larger student organization, and is discussed fully in Chapter IV.

Schedules

Each student's primary duty is attendance and preparedness to participate in class and other functions as assigned by the College. Three schedules provide varying degrees of fidelity with regard to the academic year calendar and student obligations. These include the (1) Academic Planning Calendar (the most current available on the NWC INTRANET) kept current by the Dean of Academics' office, (2) the Course Calendar provided by each academic department as part of the Course Syllabus, and (3) the Weekly Calendar, provided by the Provost's Office on Thursday of the week prior to the pertinent schedule.

- The *Academic Planning Calendar* contains a list of key dates covering each trimester, intervening symposiums and forums, and recess periods/holidays. Although subject to change, this list contains dates that are useful for personal planning. Because it covers the entire academic year, it is always being updated; therefore, students are advised to consult faculty, the Dean of Students' Office, and the Weekly Calendar before making final plans or financial commitments. Interseasonal symposia and conferences between trimesters and the Current Strategy Forum in June are scheduled academic events for students and **attendance is mandatory**. Those dates are not available as leave periods. The *Academic Planning Calendar* can be found at <http://nwcintranet/calendars>.
- Each *course syllabus* provides a monthly calendar detailing specific time blocks for lectures, seminars, and exercises pertinent to its course of study. Course-specific milestones (written assignments, examinations) are also covered. This calendar is defined and focused by the Weekly Schedule that also includes evening lectures and other special events.
- The Weekly Schedule is the most specific by virtue of its short range. It addresses specific time, place, uniform/attire, lecture title/lecturer, security classification and information appropriate to scheduled class and evening events. Events on the weekly schedule are mandatory for students unless otherwise noted. The *Weekly Schedule* can be found at <http://nwcintranet/calendars>.

Electives

Each student in the College of Naval Warfare and the College of Naval Command and Staff is required to take one elective for credit each trimester. Electives are normally completed prior to the end of the trimester so that final exams in the core curriculum may receive full attention. Electives are designed to require about 20% of the student's workload (120 hours per trimester including class time). Electives normally meet for three hours on Wednesday or Thursday afternoons. Those who desire to take a second elective in the same trimester may do so on an audit (not for credit) basis. The choice of electives by students will be made each trimester, and every effort will be made to enroll students in their first elective choice. Should any course be oversubscribed, enrollment is determined by lottery in order to assure equal enrollment opportunity for resident and incoming students alike. See the Naval War College website for a full discussion of electives. With the permission of the elective faculty, spouses may audit elective courses.

Lectures/Auditorium Decorum

Each of the three core courses of instruction - JMO, S&P, and NSDM - use scheduled lectures as an important component of the total instructional effort. Spruance Auditorium is normally used for lectures, while Pringle Auditorium is used when lectures for CNW and CNC&S are given simultaneously. A bell is sounded six times in the foyer of Spruance Auditorium five minutes prior to lectures and twice one minute prior, to signal students of the commencement of scheduled lectures. Students should arrive for lectures 5 minutes early and be seated immediately to avoid walking into the auditorium after the lecture has commenced. To do so would be embarrassing to the student, discourteous to guest speakers, and distracting to fellow students. When unavoidably late, the Lecture Observation Room, #SP-112 (second room at the rear of Spruance Auditorium) will be used for entry and seating. Food is not allowed in any of the auditoriums. An exception has been authorized to permit closed beverage containers during daytime classes only. Additionally, please turn off all cell phones, pagers and PDAs during all lectures.

During the Strategy and Policy trimester, students normally spend two mornings per week in Spruance Auditorium. In order to locate students with minimum disruption and delay in the event of an emergency, student seating in Spruance Auditorium during the S&P trimester is organized by a seating plan. A seating chart will be posted on an easel located in Spruance Lobby. Again, this applies only during the Strategy and Policy trimester. The seating charts do not apply when both classes (CNW and CNC&S) are together in Spruance

Auditorium at the same time. There is no assigned seating in Pringle Auditorium.

Many lectures culminate in a question and answer period. When asking a question, students should use the microphones near each seat to transmit their questions over the loudspeaker system. When posing a question, students should stand and identify themselves (grade, name, service). Lectures are recorded for reference and use of this procedure eliminates unwanted anonymity and gives clarity to the question/answer process.

Research

Research is one of the primary student activities at the Naval War College. Course requirements in the core curriculum involve writing at least one research paper each trimester.

Individual and team research on professional topics of the students' own choosing may also be conducted on either a full or part time basis for one trimester. Qualified students selected by the Academic Research Council may do an Advanced Research Project (ARP) in lieu of the core curriculum for one trimester. ARP students are required to complete an elective during their ARP trimester. Historically, approximately 5 percent of CNW and CNC&S students do ARPs each year. Students may take a Directed Research Elective (DRE) as a substitute for a classroom elective in any trimester. DREs provide an excellent opportunity for prospective ARP students to do a literature review, build their research plan, and build an outline for the paper itself. For further discussion on research opportunities at the Naval War College, contact the Advanced Research Program Coordinator at (401) 841-2101, DSN prefix: 948.

Grading

As in any institution of higher learning, examinations and their resultant grades are used for several reasons. Most importantly, grades reinforce the learning process. They also provide the faculty a means of determining the degree to which course materials have been absorbed and understood, and provide direct feedback to the students.

Grades assigned by faculty for papers, exams, class participation, etc., are expressed either as letter grades and their numeric equivalents or as whole numbers and their corresponding letter grades. Final course grades will be expressed as the un-rounded numeric average along with the corresponding letter grades with pluses and minuses, as appropriate. Electives are graded on a pass/fail basis. The core curriculum (JMO, S&P, NSDM) is graded using the standards indicated on the table below.

The normal grade distribution is 35-45% A's and 55-65% B's and C's, based on historical data. Students must attain a grade of "C" or better in all the

prescribed courses (OPS, S&P, NSDM, ARP) as well as passing grades in the elective in order to fulfill the academic requirements for graduation. A grade of "B-" or better in each of the prescribed courses must be attained to fulfill requirements for the Master of Arts degree in National Security and Strategic Studies. Within seven days of receiving a grade, students may request a review of that grade by the department chairman. On review, the grade may be sustained, lowered, or raised. A final appeal may be made to the Dean of Academics.

The top 5% of the students in a graduating class will be recognized as having graduated "With Highest Distinction" and such designation will be reflected in their fitness reports, in the commencement program, on the official transcript, and on their diploma. The next 15% of the class in rank order will be designated in the same manner as having graduated "With Distinction." Civilian students graduating in these categories also receive recognition in their letter reports.

Letter Grade	Numeric Range	4.0 Scale Equivalent
A+	97-100	3.88-4.0
A	94-96	3.76-3.87
A-	90-93	3.60-3.75
B+	87-89	3.48-3.59
B	84-86	3.36-3.47
B-	80-83	3.20-3.35
C	Below 80	3.19-Below

Grading Standards

Academic Integrity

Annex C defines the Academic Code of Conduct, which **students must follow in the production of written work** submitted to the Naval War College and provides procedures for dealing with violations of the code.

Non-attribution Policy

The Naval War College, as a part of its curriculum, provides students with a wide range of highly qualified and informative speakers. In order that these

speakers feel free to speak candidly, they are assured that what is said in lecture will not be repeated publicly outside the auditorium, regardless of classification. To repeat what has been said in lecture to others outside the War College environment risks calling the speaker to account publicly for his or her opinions and comments. This in turn could have the effect of stifling speakers, causing them to speak in a guarded manner. Ultimately the quality of education provided at the Naval War College would suffer. Hence, what speakers say during their lectures is not for attribution. This includes quoting previous guest speakers to follow-on guest speakers.

Awards

The many varied and prestigious awards available to the students provide an excellent opportunity for professional recognition. A short description is provided here as an overview.

The Navy League of the United States annually sponsors awards to two maritime service (USN/USMC/USCG/USMM) students graduating in June who demonstrate a high degree of academic, extracurricular and community service. The award given to the student of the College of Naval Warfare is known as the Stephen Bleeker Luce Award; the award given to the student of the College of Naval Command and Staff is known as the William Sowden Sims Award

The President's Honor Graduate Awards are presented every November and March to one student graduating from the College of Naval Warfare and another from the College of Naval Command and Staff. Similar to the Luce and Sims award winners in June, the President's Honor Graduates are chosen on the basis of academic performance and participation in College and community activities. However, unlike the Navy League Awards, the President's Honor Graduate Award may be given to any student, regardless of service or agency.

The Admiral Richard G. Colbert Memorial Prize is a cash prize (\$1,000) sponsored by the Naval War College Foundation and awarded to the student composing the best essay focusing on a strategic, military, political, economic, legal, or tactical aspect of an appropriate professional topic.

The J. William Middendorf II Award for Student Research is awarded to a student or group of students whose research project is considered to have made the most significant contribution in a field related to strategic or tactical concepts, logistics, or readiness. Recipients are presented a \$1,000 award sponsored by the Naval War College Foundation through the generosity of Ambassador Middendorf, a former Secretary of the Navy.

The Naval War College Foundation Award Prize is an annual award presented to the student who writes an essay considered to have made the most significant contribution to some aspect of maritime strategy or the operational level of warfare. A \$1000 cash prize is presented at the June graduation.

The Armed Forces Communications and Electronics Association (AFCEA) Award is a mounted clock awarded annually by the Rhode Island Chapter of AFCEA. It recognizes the two papers considered to be the best of the eligible papers, one from each of two general topic areas: (1) Information Operations, Information Warfare, or Command and Control Warfare; (2) all other topics related to communications, electronics, command and control, and information systems. Competition for this award is open to all resident CNW and CNC&S students for papers prepared as part of their JMO trimester requirements.

The Naval War College Review Articles Award is an annual award sponsored by the Naval War College Foundation for works published in the Naval War College Review. The three best feature articles appearing in the Review during a calendar year will be awarded cash prizes: first prize \$500, second prize \$300, and third prize \$200.

The B. Franklin Reinauer II Defense Economics Prize is a \$1000 cash award presented to the student who writes the best essay addressing an aspect of the impact of the Defense budget on the U.S. economy.

The Marine Corps Association Award is a \$500 cash prize given for the best essay on topics relating to the Marine Corps or Marine Corps operations.

The Intelligence Directors Essay Awards, sponsored by the Director of Naval Intelligence (ONI) and the Director, Defense Intelligence Agency (DIA), recognizes that professional essay considered to have made the most significant contribution to an aspect of naval or maritime intelligence. The DIA award recognizes that professional essay considered to have made the most significant contribution to an aspect of joint or national intelligence. The awards consist of suitably inscribed ONI or DIA certificates.

VADM James H. Doyle, Jr., Military Operations and International Law Prize is presented to the author of the essay considered to have made the most significant contribution on the role of international law in military operations during peacetime or armed conflict. The prize consists of a \$500 cash award and a certificate sponsored by the Center for Oceans Law and Policy, University of Virginia.

Red River Valley Fighter Pilots Association Award consists of a plaque presented to the author of the essay considered to be the best of the eligible papers addressing joint employment of air power in support of the national military strategy.

Employment of Civilian Personnel Prize is a \$500 cash award and certificate awarded to the author of the essay considered to have made the most significant contribution in the area of the most innovative and effective use of civilian personnel in the military departments and the Department of Defense.

The National Defense University hosts the annual Chairman, Joint Chiefs of Staff Strategy Essay Competition. Through this award, students at the Service Colleges are challenged to write about a significant aspect of National Security Strategy. The winner receives a plaque and various publications by the NDU Press. Chairman, JCS, presents the award at a ceremony in his office.

All of the awards described above recognizing professional writing and research are presented at graduation except for the NWC Review Articles Award. Students who have an interest in any of these awards should consult NWCINST 1650.16, *Awards for Professional Writing and Research*, available in the SORM.

Library

The Naval War College Library, named in honor of Admiral Henry E. Eccles, is designed to support the educational and research programs of the College. The Main Library is open for use from 0600-2300 hours, seven days a week, and is staffed Monday-Friday from 0800-1630 hours. The staff is composed of highly qualified professional librarians and library technicians who acquire and provide access to library materials, provide reference assistance including searching on-line databases, inter-library loan services, reserve functions, circulation services, and library tours.

All incoming students have the opportunity to sign up for a structured Library Orientation Tour. The tour is critical to understanding the wealth of services and resources available in the library and is **strongly recommended**.

The library holds over 250,000 books and documents, over 550,000 microforms and approximately 1700 periodical titles. Current subscriptions exceed 700 titles. A variety of local, national and foreign newspapers are also available. The library's collections of bibliographic records are computerized with an online public access catalog (PAC) available via computers in the library. Numerous online databases are also available on computers in the library and throughout the College. Internet access can also be obtained at most computers. Please ask for assistance in using these resources.

The library is divided into three major areas: the Main Library described above; the Naval Historical Collection located in Mahan Hall; and the Classified Library consisting of classified materials (unclassified limited through Secret), Naval Warfare Publications, Naval War College papers, and voice cassettes and CD-ROMs of most lectures. Listening and dubbing equipment are available in the Classified Library and in the Main Library. Access to the Naval Historical Collection and the Classified Library is from 0800-1630, Monday through Friday.

The library seeks to serve the educational needs of the students. Please feel free to make use of the services provided. In the interest of protecting and